

CONFIDENTIAL

DD/A 81-0707/6

15 APR 1981

DD/A REGISTRY

FILE: Personnel-15

MEMORANDUM FOR: Director of Personnel Policy,  
Planning & ManagementFROM: Max Hugel  
Deputy Director for Administration

SUBJECT: Review of Recruitment Process

Harry:

1. Attached is a study which I commissioned to examine Agency recruitment and processing activities for their timeliness and cost effectiveness.

2. I am prepared, pending the outcome of the EXCOM meeting on 29 April, to direct the Office of Medical Services and the Office of Security to implement those recommendations which pertain to them. They have both already reviewed the attached study.

3. I defer to your consideration those recommendations which pertain to your office. I would appreciate, however, a short note informing me of actions you plan to take in response to these recommendations prior to the EXCOM meeting.

4. If you need further information or clarification on items in the attachments, please call [redacted] of my Management Staff, on extension [redacted]

25X1

/s/ Max Hugel

Max Hugel

Attachment:

As Stated

25X1

DDA/MS: [redacted] (14 Apr 81)  
RETYPE: 15 Apr 81

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DD/A REGISTRY  
FILE: Personnel-15

10 April 1981

MEMORANDUM FOR: Deputy Director for Administration  
FROM: Robert A. Ingram, M.D.  
Director of Medical Services  
SUBJECT: Review of Recruitment Process Paper Dated  
3 April 1981

1. The statements regarding the Office of Medical Services made in the reference are for the most part accurate; however, several points are worth noting in paragraph 5, page 14:

a. For the past year OMS has been refusing employment on the basis of a medical history statement (Form 93) and not requiring a physical exam.

b. Though selecting out is important, the major value of pre-screening is to alert the applicant to bring supporting medical information at the time of the examination whenever a medical problem has been noted. Access to complete data speeds up processing. (Waiting for supplemental medical data takes approximately one month.)

c. A full medical evaluation, in addition to selection screening, also provides a valuable baseline enabling the detection of subtle medical problems due to employment and a more accurate evaluation of claims for service aggravated medical disability.

2. Recommendation 8 - Job changing within the Agency is not uncommon and employees lacking full-duty general clearance upon employment may later find themselves limited should they desire overseas service or job requirements change. The recommendation is workable, but as it suggests, the matter should be given careful study.

3. Recommendation 9 - The field screening activity as envisioned in the Commo model is worth further consideration. My chief concern is that the process could become labor intensive, and in the end may contribute very little more than careful screening of the medical data submitted by the applicant, which is much less costly.

SUBJECT: Review of Recruitment Process Paper Dated 3 April 1981

4. Recommendation 10 - The PATB testing is currently given to applicants only at the request of components and is not applied across the board.

a. OMS believes that, if the components find the test useful for a particular position, it should still be given to college graduates. The reasons are that by comparing intellectual measurements of the PATB with college transcripts one can gain valuable data relating to an employee's potential, i.e., low scores with high college grades may suggest that the person is maximizing his potential while the reverse suggests lack of motivation in college, helping to differentiate between graduates with similar grade point averages. In addition to the general intellectual measurements, the PATB focuses on work attitude, personality measurements, language ability, and peripheral skills.

b. I recommend that, rather than make a blanket rule regarding the PATB, OMS review the current users to assure their requests are valid and that they are using PATB effectively.

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Robert A. Ingram, M.D.